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2004 HOMELAND SECURITY STRATEGY



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Governor**

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EXECUTIVE SUMMARY – 2004 STATE HOMELAND SECURITY STRATEGY (SHSS)

Purpose

The Arizona State Homeland Security Strategy (SHSS) provides strategic direction for enhancing regional capability and capacity to: prevent terrorist attacks within Arizona; reduce Arizona's vulnerability to terrorism and all other critical hazards; minimize the damage and recover from terrorism and all other critical hazards that affect the safety, well-being, and economic security of the citizens and residents of Arizona.

The SHSS draws guiding principles and objectives from *Securing Arizona, A Roadmap for Arizona Homeland Security*. *Securing Arizona* was published on April 23, 2003 by Arizona State Governor Janet Napolitano.

Goals

- 1) Enhance and maintain assessment and detection capabilities
- 2) Provide for regional interoperability and support
- 3) Create secure intelligence and information sharing systems and networks
- 4) Bolster response and recovery capabilities and protect emergency responders
- 5) Support national and state strategy for securing the border

Objectives

Seventeen objectives support the SHSS goals, address threat and vulnerability and work towards enhancing capabilities. Implementation steps outline the necessary course of action to meet the objectives.

- Enhance collection, analysis and dissemination of intelligence and information. **(Page – 9)**
- Incorporate private sector. **(Page – 10)**
- Implement federal and state standards for hardening public and private key assets and critical infrastructure.
- Develop statewide-integrated justice information system. **(Page – 11)**
- Equip and resource a statewide information and referral (211) system.
- Foster and support regional collaboration.
- Develop a protocol to treat disease outbreak and biological or chemical weapons attacks. **(Page – 12)**
- Improve and enhance communication interoperability.
- Incorporate federal and state legal/legislative review into homeland security processes.
- Provide training for prevention of, response to and recovery from terrorism. **(Page – 13)**
- Provide standardized and interoperable state of the art equipment. **(Page – 14)**
- Support the national strategy to secure the border. **(Page – 15)**
- Refine and improve state plans and procedures. **(Page – 16)**
- Resource a secure online system and provide an Emergency Notification Network. **(Page – 17)**
- Support exercises that advance state strategy.
- Use emerging technologies and expertise.

Process

Risk, Vulnerability and Threat Assessment – An independent and standardized threat and vulnerability based risk assessment will be implemented throughout the state in order to assess reliable data on potential threat elements and vulnerable key assets and critical infrastructure. Assessment data will be the basis for regional homeland security jurisdiction boundaries within the State of Arizona.

Capability Assessment – A thorough evaluation of existing capabilities to detect and prevent threat, protect infrastructure and to respond and recover from an emergency or disaster will be employed to identify shortfalls that need to be addressed.

Implementation Plan – Action items will be coupled with lead and support entities for implementation and assigned timelines for completion.

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FORWARD

The Arizona State Homeland Security Strategy (SHSS) provides strategic direction for enhancing regional capability and capacity to: prevent terrorist attacks within Arizona; reduce Arizona's vulnerability to terrorism and all other critical hazards; minimize the damage and recover from terrorism and all other critical hazards that affect the safety, well-being, and economic security of the citizens and residents of Arizona.

The 2003 Arizona homeland security assessment, fully coordinated with local, state and tribal jurisdictions, provides the foundation for the state strategy. This comprehensive assessment addressed risk, capabilities, and needs (assessment report at TAB A). However, risk, vulnerability and threat assessment in Arizona remains a dynamic process. The state strategy therefore anticipates ongoing assessment to ensure effective and efficient resourcing of regional homeland security efforts. The strategy draws guiding principles and objectives from *Securing Arizona, A Roadmap for Arizona Homeland Security*. *Securing Arizona* was published on April 23, 2003 by Arizona State Governor Janet Napolitano and is posted on the worldwide web at <http://www.homelandsecurity.az.gov>.

The State of Arizona will apply the resources available from the Department of Homeland Security (DHS) through the Office for State and Local Government Coordination and Preparedness (SLGCP) along with state and private funds to support the security strategy and the planning, equipment, training, and exercise needs of the State.

VISION

The State of Arizona's vision is to detect, mitigate, prepare for, respond to, and recover from a terrorism incident and all other critical hazards, while guarding the constitutionally protected rights of its citizens and residents.

FOCUS

Arizona will use a multidisciplinary approach and will develop and enhance regional capability and capacity to prevent and reduce the vulnerability of Arizona from Weapons of Mass Destruction (WMD)/terrorism incidents and all other critical hazards. Arizona will continue existing relationships and develop new partnerships as appropriate for the state's mission. Arizona will continue to improve and sustain local and state capabilities to detect, mitigate, prepare for, respond to and recover from a WMD terrorism incident and all other critical hazards. Arizona will continually develop and evaluate state and local strategies.

COORDINATION

When the Arizona assessment and strategy effort was initiated, Governor Janet Napolitano designated Frank Navarrete, Director of the Arizona Division of Emergency Management (ADEM) and Office of Homeland Security (OHS), as the state point of contact for the State Homeland Security Assessment and Strategy (SHSAS) program. The State Administering Agency (SAA), ADEM, then formed a State Agency Workgroup. The workgroup was responsible for making recommendations regarding the strategy preparation phase for program goals, objectives, and implementation plans. Outreach was also conducted with county sheriffs, municipal fire and police chiefs, county emergency managers and others. Their suggestions and those of the State Agency Workgroup were presented to the Governor's Homeland Security Coordinating Council (HSCC) for review before going to the Governor's office for final approval.

The Governor's HSCC is a multidisciplinary committee appointed to advise the Arizona OHS in all areas including planning, organization, equipment, training and exercises. This committee includes representatives from law enforcement, emergency management, fire service, governmental administrative, tribal nations, private sector and volunteer organizations assisting in disaster (VOAD). The HSCC created an advisory group of subject matter experts from law enforcement, fire service and hazardous materials to assist in establishing minimum levels of personal protective equipment (PPE) for emergency responders and standardizing equipment based upon state needs identified in the 2003 homeland security assessment.

EFFORT

The State's strategy will build upon coordination and will employ efforts to create a credible and timely assessment process to allocate scarce homeland security resources in the most efficient and effective manner.

DESCRIPTION OF JURISDICTIONS

Current local jurisdiction definition in Arizona consists of 15 counties that incorporate cities, towns, municipalities, unincorporated areas and tribal nations. Each jurisdiction performed an individual assessment that developed its capabilities and needs at the jurisdiction level. All populated portions of the state and municipal agencies within each state jurisdiction were given an opportunity to participate in the assessment process. The SAA, ADEM, approved these jurisdiction boundaries.

Arizona is moving towards a regionalized approach for implementation of the homeland security strategy. A supplemental, independent and standardized threat and vulnerability based risk assessment will be implemented throughout the state in order to assess reliable data on potential threat elements and vulnerable key assets and critical infrastructure. Assessment data will be the basis for regional jurisdiction boundaries that best promote mitigation of threat, protection of infrastructure and enhancement of existing response and recovery capabilities. Personal protection of emergency response personnel will continue to be a statewide priority.

JURISDICTION ASSESSMENT PROCESS

Arizona officials attended a regional session in San Francisco, California where an overview of the program was explained by the federal Office for State and Local Government Coordination and Preparedness (SLGCP) and technical advisors from Texas A&M University's Engineering Extension Service (TEEX). After returning, fifteen jurisdiction meetings were held in each of the State's counties in order to instruct local jurisdictions on completion of the 2003 homeland security assessments. Additional meetings were held for state agencies and tribal nations. These meetings were held to facilitate the completion of jurisdiction assessments using the DHS/SLGCP jurisdiction and reference handbooks for resource direction. Using these resources, workgroup members from each jurisdiction participated in each session to ensure standardization in all assessments. Cities, towns, municipalities, unincorporated areas and tribes completed hardcopy versions of the assessment and submitted to their respective county for electronic input into the online Oracle Corporation tool (<https://justice.ojp.usdoj.gov/dct>). Upon completion, the State Agency Workgroup reviewed and analyzed the assessments as quality control before the data was used by the SAA. The workgroup reviewed assessments for completeness and ensured projections made were realistic for each jurisdiction based on planning factors for CBRNE scenarios. If an assessment required revision, the SAA released the information back to the jurisdiction to be reviewed and resubmitted.

JURISDICTION PRIORITIZATION

Many of the agencies within Arizona do not have sufficient resources to respond to a WMD terrorism incident. These agencies rely on resources provided through mutual aid and inter-agency agreements. The Arizona strategy will assess the current coverage of those agreements. Another key aspect of the Arizona strategy is to create regional response assets. This strategy will encourage municipalities that currently have WMD response capabilities or are developing those capabilities, to expand their current area of mutual-aid / inter-agency agreement coverage.

As noted, Arizona is moving towards a regionalized approach for implementation of the homeland security strategy. A supplemental risk assessment will be key to identifying threat and vulnerability throughout the state. This assessment will drive the state's design for regionalization and will have direct bearing on the state's prioritization process. The location of potential threat elements, key assets, critical infrastructure and population will direct the state's efforts to mitigate threat, protect infrastructure and enhance existing response and recovery capabilities. Personal protection of emergency response personnel will continue to be a statewide priority.

GOAL: To protect all of Arizona's citizens and residents from potential terrorist attack and all other critical hazards. Five primary goals support the SHSS:

- G1) Enhance and maintain assessment and detection capabilities;
- G2) Provide for regional interoperability and support;
- G3) Create secure intelligence and information sharing systems and networks;
- G4) Bolster response and recovery capabilities and protect emergency responders;
- G5) Support national and state strategy for securing the border.

(1) Objective - Develop an in-state capability to enhance collection, analysis and dissemination of critical homeland security intelligence and information. (Supports G-1,3,5)

Steps:

1. **Stand-up a 24/7 intelligence fusion center (Arizona Counter Terrorism Information Center [ACTIC]).**
2. **Enhance an electronic public health disease surveillance system with linkage to the ACTIC.**
3. **Establish secure and unclassified methods and processes for multi-discipline communication.**
4. **Incorporate and integrate private sector entities (i.e.- critical infrastructure strategic facilities) into fusion center operations.**
5. **Incorporate and integrate referral and information (211) system into fusion center operations.**
6. **Develop interstate and international connectivity to fusion center.**
7. **Integrate existing intelligence efforts within the state.**
8. **Coordinate participation and the support of jurisdictions, JTTF and other public/private entities.**

(2) Objective - Develop and formalize plans and procedures that incorporate private sector entities into the SHSS. (G-1,2,3,4,5)

Steps

1. **Charter a private sector organization to advise the HSCC on most effective means to incorporate the private sector in all aspects of state strategy.**
2. **Establish secure and unclassified communications systems and processes to support interactive and real-time intelligence/information exchange between private sector entities and state homeland security operations.**
3. **Develop plans and procedures, fully coordinated with responsible federal agencies, for incorporating international (cross-border) private entities that impact Arizona's vulnerability to terrorist attack and all other critical hazards.**
4. **Develop plans and procedures to address continuity of critical private sector functions in the event of disaster or state of emergency.**
5. **Develop plans and procedures to address acquiring, retaining, sharing and protecting private sector (proprietary) information.**

(3) Objective - Develop plans and procedures that coordinate the implementation of federal and state standards for the hardening of public and private key assets and critical infrastructure. (G-1,2,3,4)

Steps

1. **Integrate subject matter experts (e.g.- civil engineers, public works) into state planning process.**
2. **Support public and private initiatives consistent with SHSS.**

(4) Objective - Develop statewide integrated justice information system.
(G-1,3)

Steps

1. **Support and resource system linkage between federal, state, local and tribal criminal justice entities (police, corrections, courts, etc.).**
2. **Promote connectivity and access to critical databases for those individuals tasked with collecting, identifying and collaborating threat and or terrorism related information.**

(5) Objective - Equip and resource a statewide information and referral (211) system. (G-1,2,4)

Steps

1. **Determine and provide equipment required to establish a statewide web based information and referral system that provides health and human resource assistance on a routine and crisis basis.**
2. **Determine and provide equipment required to establish regional 211 call centers that provide health and human resource assistance on a routine and crisis basis.**
3. **Determine and provide secure communication system linkage between 211 database and ACTIC.**

(6) Objective - Foster and support regional collaboration. (G-2)

Steps

1. **Conduct a new assessment of risk, vulnerability and threat to support regional organizational planning and development.**
2. **Conduct most efficient organizational study to design regional homeland security in the state.**
3. **Design and stand-up regional organizations.**
4. **Support local initiatives that compliment the state's regional strategy.**
5. **Further develop and formalize interstate and international relationships.**
6. **Establish and/or enhance state organizations to address equipment, training and exercise standardization that supports interoperability and regional homeland security operations.**

- (7) Objective -** Identify and develop a protocol to treat naturally occurring disease outbreak and biological or chemical weapons attacks.
(G-4)

Steps

1. **Establish an Internet-based secure information system to link emergency, urgent care, and other appropriate healthcare related entities and facilities.**
2. **Work within national standards established by the Centers for Disease Control and Prevention (CDC).**

- (8) Objective -** Improve and enhance communication interoperability.
(G-2,3,4,5)

Steps

1. **Solidify fielding of interoperable communication systems in four (4) border jurisdictions.**
2. **Field, test and deploy interoperable communication systems in remaining jurisdictions.**
3. **Develop, field, test and deploy interoperable mobile communications units for statewide usage.**
4. **In collaboration with Border 2012, develop interoperable mobile communications unit for statewide and State of Sonora, Mexico usage.**

- (9) Objective -** Incorporate federal and state legal/legislative review into homeland security processes and procedures to ensure compliance with federal and state law, and to identify legislative issues and gaps that impact SHSS. (G-1,2,3,4,5)

Steps

1. **Determine legal impediments to effective operations and resourcing, and pursue legal relief as appropriate.**
2. **Determine needs for statutory or regulatory authority to improve homeland security processes to include funding and operations.**
3. **Include in the design of all homeland security plans and procedures the protection of operational security and individual rights.**
4. **Develop legislative action plan that supports SHSS.**

- (10) Objective -** Provide all public and private leaders and homeland security personnel (e.g.- Law Enforcement, Fire Service, EMS, HazMat, Public Health, Healthcare, Public Works, Governmental Administrative, Public Safety Communications, and Emergency Management) with training that promotes efficient and effective prevention of, response to and recovery from terrorism and all other critical hazards. (G-1,2,3,4,5)

Steps

- 1. Maximize use of existing and accredited individual and collective training courses that support national and state strategic objectives.**
- 2. Support local training initiatives that support national and state strategic objectives.**
- 3. Ensure training requirements are identified and resourced as a part of all state homeland security equipment and IT acquisition processes.**
- 4. Support defensive and offensive response training on a regional basis and on a scale consistent with assessed vulnerabilities and capabilities.**
- 5. In collaboration with Border 2012, support transborder training.**
- 6. Establish a training component within intelligence fusion center (ACTIC) that develops and disseminates prevention and counter-terrorism training to public and private entities involved in the state intelligence cycle (collection, analysis, dissemination).**
- 7. Support training of citizen emergency response teams (CERT) and other citizen organizations consistent with SHSS.**

(11) Objective - Provide standardized and interoperable state of the art equipment to respond to terrorism and all other critical hazards. (G-2,4)

Steps

- 1. Provide all emergency responders with state of the art personal protective equipment.**
- 2. Enhance state and regional capabilities to operate in all hazards environments (CBRNE).**
- 3. Implement centralized purchasing and standards program for procurement of equipment.**
- 4. Enhance state effort to standardize all hazards equipment to support regional response capabilities.**

(12) Objective - Refine and enhance state plans and procedures that support the national strategy to secure the border between Arizona and The Republic of Mexico while supporting the state's economic partnership and promoting free trade. (G-1,3,4,5)

Steps

- 1. Develop plans, procedures and protocols that enhance and formalize the inter-relationships between Arizona, US Government and The Republic of Mexico homeland security entities.**
- 2. Integrate the national strategy supporting border security into all state plans and procedures.**
- 3. Establish intelligence and information sharing systems, fully coordinated with responsible federal agencies, between Arizona and The Republic of Mexico.**
- 4. Establish intelligence and information linkages to the ACTIC.**
- 5. Use the Binational Emergency Management Ad Hoc Committee of the Arizona-Mexico Commission as a vehicle to:**
 - 1) Develop plans for training programs to include private sector stakeholders**
 - 2) Conduct binational vulnerability and risk assessment studies along both sides of the border**
 - 3) Develop bi-national plans to address bioterrorism issues**
 - 4) Create specialized bi-national emergency response units to include standardized training and equipment.**

(13) Objective - Refine and improve state homeland security public information plans and procedures. (G-2,3,4)

Steps

- 1. Design and implement public awareness campaign on homeland security efforts to better inform the public regarding individual responsibilities and state/federal efforts.**
- 2. Explore and exploit technology to enhance media and communications to support outreach to the public.**
- 3. Employ state, county and local Citizen Corps Councils, their affiliated programs, and other volunteer/citizen based groups to implement public information campaign as appropriate.**

- (14) Objective -** Refine and improve state plans and procedures to: Prevent terrorist attacks; Reduce vulnerability to terrorism and all other critical hazards; Minimize the damage and enhance the recovery from attacks and other critical hazards. (G-1,2,3,4,5)

Steps

- 1. Complete a new assessment of risks, vulnerabilities and threats in the state; Assessment will also include statewide inventory of prevention, response recovery capabilities.**
- 2. Based on the new assessment create contingency plans that leverage regional capabilities.**
- 3. Establish standard operating procedure for unified command and control systems associated with incident management.**
- 4. Incorporate National Incident Management System (NIMS) into standard operating procedures and strategic plans.**
- 5. Establish mechanism for legal review of plans and procedures to ensure compliance with federal and state law and protection of individual rights.**
- 6. Assess and analyze organizational structure and functions associated with homeland security and realign as necessary to improve efficiency and effectiveness.**
- 7. Develop plans based on assessment to streamline homeland security operations and optimize communication and coordination among all homeland security actors (e.g.- Law Enforcement, Fire Service, EMS, HazMat, Public Health, Healthcare, Public Works, Governmental Administrative, Public Safety Communications, and Emergency Management).**
- 8. Implement plans in phases to ensure continuity of communication and operations between legacy and objective organizations.**
- 9. Develop and enhance measures and programs that detect and deter cyber related terrorism.**
- 10. Coordinate with disabled citizen and special needs communities within Arizona; Integrate requirements into state contingency and operations plans.**
- 11. Establish and enforce accountability for strategy implementation and good stewardship of resources by development of process metrics for both public and private sector entities.**
- 12. Review and refine continuity of state government plans.**
- 13. Develop methodologies to integrate capabilities of Citizen Corps and its affiliated programs into state plans.**
- 14. Adopt and incorporate the ODP Prevention Guidelines for Homeland Security dated June 2003.**
- 15. Foster and support planning and procedures that integrate participation in Arizona's health alert network system (Secured Integrated Response Electronic Notification [SIREN]).**

(15) Objective - Resource a secure web communication system to disseminate and exchange intelligence and critical information among public and private sector entities and to provide an Emergency Notification Network. (G-1,2,3,4,5)

Steps

1. **Determine and support equipment needs required to increase security of existing secure websites.**
2. **Enhance existing intelligence exchange systems to support programs currently under development through the Arizona Counter Terrorism Information Center (ACTIC).**
3. **Design and equip statewide web system that builds on existing capabilities and integrates intelligence and information from all sources.**

(16) Objective - Support exercises that advance state strategy whether local or state. (G-1,2,4,5)

Steps

1. **Coordinate with jurisdictions to support exercises that compliment and support the SHSS.**
2. **Design and resource state exercises with a focus on homeland security plans, systems, processes and on testing individual and organizational competencies.**
3. **The state will work towards hosting TOPOFF 4 exercise and incorporate national objectives into design of state exercises.**
4. **Incorporate border security and bi-national cooperative elements in state exercise program.**

(17) Objective - Use emerging technologies and expertise to combat terrorist threats and address all other critical hazards. (G-1,2,3,4,5)

Steps

1. **Actively participate in national and international technology developments to inform technology acquisitions that support the SHSS.**
2. **Equip state institutions to address information technology security.**

EVALUATION PLAN

The Arizona Office of Homeland Security (OHS) will be the responsible agency for review, revision and evaluation of strategic goals, objectives and implementation steps of the Arizona State Homeland Security Strategy (SHSS). The Arizona OHS, along with the State Administering Agency (SAA), will conduct semi-annual meetings in order to review the strategic goals, objectives, and implementation steps. The semi-annual meetings will coincide with the standard June and December Categorical Assistance Progress Reports (CAPR) to the federal Office for State and Local Government Coordination and Preparedness (SLGCP).

The Arizona OHS will evaluate achievements and identify pending objectives that remain incomplete. Additionally the Arizona OHS will revise objectives based upon that evaluation with input from the field (e.g.- homeland security actors, organizations, HSCC).

The Arizona OHS will identify those revised goals and objectives through the standardized reporting format designated by the ODP. This report will earmark those goals and objectives which have been revised and provide new supporting information and metrics.

IMPLEMENTATION PLAN

Upon approval of the plan by ODP the state of Arizona will:

- Disseminate the SHSS to homeland security actors and organizations;
- Make SHSS available to the public via AZ OHS web site;
- Draft implementation plan (timelines/action items);
- Convene the Arizona HSCC to review strategy implementation;
- Based upon HSCC recommendation AZ OHS will obtain approval/guidance from the Governor to implement SHSS;
- AZ OHS, and the SAA, ADEM, will coordinate and guide communication necessary at all levels to facilitate understanding and adoption by homeland security actors and organizations;
- Identify vulnerability, risk and threat assessment methodology and execute assessment within thirty (30) days of SHSS approval by ODP;
- Based on the state assessment AZ OHS will modify and refine the SHSS as appropriate with input from the field.

GLOSSARY OF TERMS AND ACRONYMS

211 – Arizona Referral and Information System
ACTIC – Arizona Counter Terrorism Information Center
ADEM – Arizona Division of Emergency Management
AOHS/OHS – Arizona Office of Homeland Security
BORDER 2012 – Federal Environmental Protection Agency’s US/Mexico Border Environmental Program
CAPR – Categorical Assistance Progress Report
CBRNE – Chemical, Biological, Radiological, Nuclear and Explosive Agents
CDC – Federal Centers for Disease Control and Prevention
CERT – Citizen Emergency Response Teams
DHS – Federal Department of Homeland Security
EMA – Emergency Management
EMS – Emergency Medical Service
EOP – Emergency Operations Plan
FS – Fire Service
GA – Governmental Administrative
HC – Health Care
HZ – Hazardous Materials
IT – Information Technology
JTTF – Federal Bureau of Investigation Joint Terrorism Task Force
HAZMAT – Hazardous Materials
HSCC – Homeland Security Coordinating Council
LE – Law Enforcement
MMRS – Metropolitan Medical Response System
NIMS – National Incident Management System
ODP – Federal Office for Domestic Preparedness
PH – Public Health
PPE – Personal Protective Equipment
PSC – Public Safety Communications
PW – Public Works
SAA – State Administering Agency
SHSAS – State Homeland Security Assessment and Strategy
SHSS – State Homeland Security Strategy
SIREN – Secured Integrated Response Electronic Notification
SLGCP – Federal Office for State and Local Government Coordination and Preparedness
SWAT – Special Weapons and Tactics
TEEX – Texas A&M University’s Engineering Extension Service
TIA – Terrorism Incident Annex
TOPOFF 4 – Federal Top Officials Exercise #4 Planned for 2007
WMD – Weapons of Mass Destruction